

**1****Going the distance [Texto impreso] : the pros and cons of expanding employees' global knowledge reach / Shad S Morris, Bijuan Zhong and Mona Makhija**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 570-573

Abstract: While some scholars have suggested MNEs to be superior to markets for managing knowledge across geographically distant boundaries, how they actually accomplish this has not been fully considered. We address this void by developing and testing a model that highlights the critical role of organizational incentives in enhancing employees' internal search and use of knowledge. Data from 166 knowledge-intensive projects support our argument that, in contrast to process-based incentives that influence more local search, outcome-based incentives motivate employee teams to reach well beyond their immediate location, which in turn enhances performance. At the same time, we demonstrate that expanded reach also increases the likelihood of accessing more codifiable knowledge, which can hurt performance. Our model examines the contradictory – and previously unknown – effects of global knowledge reach.

Journal of international business studies. -- 2015, v. 46, n. 5, june/july, p. 552-573

1. Knowledge seeking behavior 2. Human resource management (HRM) 3. Multinational corporations (MNCs) and enterprises (MNEs) 4. Knowledge-based view

---

**2****Marketing mix and brand sales in global markets [Texto impreso] : examining the contingent role of country market characteristics / S Cem Bahadir, Sundar G Bharadwaj and Rajendra K Srivastava**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 616-618

Abstract: Marketing products globally is challenging due to the diverse nature of markets. We use market heterogeneity, unbranded competition, resource and infrastructure availability, and sociopolitical governance as country-market characteristics that distinguish between developed and emerging countries. We investigate their moderating role on the relationship between elements of the marketing mix and brand sales. We provide evidence, from a hierarchical linear model and a panel data set of brands from 14 emerging and developed markets that account for 62% of the global GDP, that country-market characteristics moderate the relationship between the complete set of marketing mix elements and brand sales performance asymmetrically. While distribution and price have the largest impact in emerging and developed countries, respectively, product innovation and advertising have significantly larger impacts in emerging markets relative to developed countries. These findings highlight the importance of contingency view of marketing strategy in global markets.

Journal of international business studies. -- 2015, v. 46, n. 5, june/july, p. 596-619

1. Marketing strategy 2. Branding and brand management 3. Emerging markets/countries/economies 4. Brand sales 5. Performance 6. Hierarchical linear modeling (e.g., multilevel analysis, RCM, etc.); 7. Marketing mix elasticity

**3****Political risk and dividend policy [Texto impreso] : evidence from international political crises / Tao Huang ... [et al.]**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 591-592

Abstract: We examine the impact of political risk on firms' payout policy. Using a large international sample across 35 countries over the period from 1990 to 2008, we find that global political crises raise the market perceived uncertainty and cost of external financing. Using crisis events as a proxy for political risk, we document that past dividend payers are more likely to terminate dividends and that non-payers are less likely to initiate dividends during periods of high political risk. These findings suggest a precautionary incentive of managers in response to political shocks. Further analysis shows that the effect of political risk on payout policy is stronger for multinational corporations, but can be attenuated by country-specific institutional settings, such as more stable political systems and stronger investor legal protection.

Journal of international business studies. -- 2015, v. 46, n. 5, june/july, p. 574-595

1. Political risk 2. Dividend policy 3. Multinational corporations 4. Institutional settings

**4****Selective attention and the initiation of the global knowledge-sourcing process in multinational corporations [Texto impreso] / L Felipe Monteiro**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 524-526

Abstract: Multinational corporations (MNCs) frequently use their foreign subsidiaries to identify new opportunities to access external knowledge. This article builds on the attention-based view to examine how selective attention – the focus on certain issues or answers at the exclusion of others – works in the global knowledge-sourcing process in MNCs. The results reveal an intriguing paradox: while MNCs may establish foreign subsidiaries far from headquarters to identify diverse, novel knowledge, and overcome local search, headquarters' decision makers tend to favor opportunities that are market proven and simply confirm what the MNC already knows. Subsidiary managers' pre-selling and selling efforts, however, can play a pivotal role in overcoming that bias. This study combines detailed qualitative data with access to a proprietary database on 137 external knowledge-sourcing opportunities in one of the world's largest MNCs in the telecommunications sector.

Journal of international business studies. -- 2015, v. 46, n. 5, june/july, p. 505-527

1. Attention-based view 2. Knowledge-based view 3. Knowledge transfer and innovation in MNCs/MNEs 4. Knowledge sourcing 5. Knowledge acquisition and sharing 6. Head-quarters-subsidiary roles and relations

5

**Why and how does shared language affect subsidiary knowledge inflows? [Texto impreso] : a social identity perspective / B. Sebastian Reiche, Anne-Wil Harzing and Markus Pudelko**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 548-550

**Abstract:** Extending existing international business (IB) research, we conceptualize shared social identity as an outcome rather than only an antecedent of multinational enterprise knowledge flows to provide an alternative reason for why such knowledge flows occur. We further argue that shared language among subsidiary and headquarters (HQ) managers is an insufficient condition for subsidiary knowledge receipt. Accordingly, we develop a moderated mediation model at the subsidiary level to examine how shared language affects subsidiaries' tacit knowledge inflows from HQ. Specifically, we study (1) whether this relationship is mediated by the extent to which subsidiary managers share HQ goals and vision, and the extent to which Human Resources decisions are centralized at HQ; and (2) whether subsidiary type (greenfields vs acquisitions) moderates these mediated relationships such that in both cases the mediation will be stronger in foreign acquisitions compared with foreign greenfields. Building on a sample of 817 subsidiaries in 9 countries/regions and a novel subjective measure of shared language, we find support for our model. Implications for research on HQ–subsidiary knowledge flows, social identity theory and the literature on sociolinguistics, and international Human Resource Management are discussed and managerial implications outlined.

*Journal of international business studies*. -- 2015, v. 46, n. 5, june/july, p. 528-551

1. MNE Knowledge flows 2. Social identity theory 3. Sociolinguistics 4. Shared language 5. Headquarters-subsidiary relations 6. Human resource management